Ministry of Justice

Plan for 2017-18

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Government of Saskatchewan

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Statement from the Minister

The Honourable
Gordon S. Wyant, Q.C.

Minister of Justice and Attorney General

I am pleased to present the 2017-18 Plan for the Ministry of Justice.

Government Direction and Budget for 2017-18 is focused on *Meeting the Challenge*, finding the right balance between addressing the deficit and ensuring that Saskatchewan people continue to have the programs, services and infrastructure that they need. Government will deliver sustainable, high quality public services in the most cost-effective way possible.

This plan outlines how the Ministry of Justice will promote public safety and well-being in our communities, support and protect people in vulnerable circumstances, and improve access to justice for Saskatchewan citizens. The Ministry is focused on finding innovative strategies to reduce the demand on the justice system while ensuring access to justice is understandable, timely and affordable for Saskatchewan citizens.

Community safety and well-being is a significant priority for the Ministry. By focusing on targeted policing and community safety initiatives, we will continue to work to make Saskatchewan communities safe for everyone.

At the same time, we will begin to implement a set of interventions designed to reduce the length of time spent by offenders on remand in correctional facilities. These individuals account for a significant use of resources and many can be dealt with in a much more effective and productive way.

We are dedicated to working with our partners to support victims of crime and those individuals in vulnerable circumstances.

The Ministry of Justice will report on progress in the 2017-18 Annual Report.

Response to Government Direction

The Government of Saskatchewan is committed to *Meeting the Challenge* of the current fiscal situation. In so doing, Government will continue to support and encourage economic growth, and ensure government services are affordable and sustainable in the long term. This will include pursuing transformational change so that Saskatchewan people have the programs, services and infrastructure they need now and in the future.

This focus will continue to advance Government toward the realization of Saskatchewan's Vision and goals.

Saskatchewan's Vision

"... to be the best place in Canada – to live, to work, to start a business, to get an education, to raise a family and to build a life."

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Saskatchewan's Vision and goals provide the framework for ministries, agencies and partners to align their programs and services and meet the needs of Saskatchewan's residents.

All ministries and agencies will report on progress in their 2017-18 annual reports.

Operational Plan

Mandate Statement

The Ministry of Justice provides a fair justice system that upholds the law and protects the rights of all individuals in Saskatchewan; promotes safe and secure communities; provides supervision and rehabilitation services for adult and young offenders; and provides legal and justice policy advice to government.

Mission Statement

All Saskatchewan citizens will benefit from:

- effective policing and crime prevention initiatives;
- a balanced and efficient prosecution service;
- effective administration services to support Saskatchewan's courts;
- support and assistance to victims of crime and other individuals in vulnerable circumstances;
- accessible and timely resolution of civil, family, criminal and administrative matters;
- offender management that promotes public safety and rehabilitation;
- strategies that reflect the cultural and demographic realities of the province;
- effective legal and strategic advice and services to government; and
- a framework for commercial transactions that supports business and protects the public.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priorities: Develop labour force and invest in people, build safer communities, promote fiscal responsibility, utilize enterprise approaches to renew government services, and support transformational change.

Ministry Goal

Support a prosperous economy

Strategy

Provide a framework for commercial transactions that supports business and protects the public

Key Actions

- Continue to work with stakeholders to develop regulations under the new *Insurance Act,* to modernize the regulation of the Saskatchewan insurance industry in accordance with the regulatory frameworks in place in other Canadian jurisdictions, primarily Alberta.
- Continue to work with Ontario, British Columbia, New Brunswick, Prince Edward Island, Yukon, and other provinces and territories that join the Cooperative System, toward implementation of a cooperative Capital Markets Regulatory System, to better protect investors, support and foster efficiency and manage systemic risk in national capital markets.

Strategy

Improve jobs and literacy outcomes for offenders

Key Actions

- Develop and implement a Common Employability Assessment tool with Social Services, Economy, Health, and Advanced Education to support referrals to local labour market services.
- Pilot an adult employment support and connection process, initially in Prince Albert, with a view toward expansion into other key communities to target support services for maximum impact.
- Update employment, education and literacy programs for offenders in adult custody.
- Develop partnerships geared for increasing education, trades skills development, and employment opportunities for offenders.
- Partner with Regina school boards, health region, community-based organizations, and the Ministries of Education and Economy to implement Transitional Classrooms to support youth in effectively transitioning from custody to the community; and develop opportunities to extend this model provincially.

Performance Measures

Offenders receiving local labour market services

The Ministry will increase the percentage of offenders who are provided opportunities for employment assessment and referrals to local labour market services.

Employment status post-release

The Ministry will increase the number of offenders who receive targeted employment supports and connection programming to address employment risk factors and improve their post-release employment status (i.e., Community Corrections pilot program in Prince Albert, Whitespruce Provincial Training Centre in Yorkton).

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priorities: Build safer communities, promote fiscal responsibility, promote client-centred services, utilize enterprise approaches to renewal of government services, and support transformational change.

Ministry Goal

Safe and secure communities

Strategy

Increase adoption of evidence-based policing models to promote effective policing and crime prevention and improve community safety outcomes

Key Actions

- Increase the number of communities adopting high priority / low risk policing models.
- Decrease traffic-related collisions and fatalities in Saskatchewan through prevention, education, and enforcement.
- Establish partnerships with Indigenous communities for the delivery of evidence-based policing and community safety models.

- Align partnerships to combat organized crime, gangs, and radicalization.
- Establish an integrated provincial response to address fentanyl and other emerging public safety issues.
- Increase support for activities focused on prevention, intervention and suppression of crime.

Performance Measure

Uptake of evidence-based policing models

The Ministry will increase the number of strategic community partnerships employing evidence-based policing models to target community safety priorities from 12 in 2016-17 to 30 in 2017-18. Evidence-based policing models are built upon best practices research and innovation, measuring for success, effective communication, and collaboration with partner agencies and recipients of services.

Strategy

Expand community mobilization and engagement in community safety and well-being

Key Actions

- Increase the number of community Hub networks that engage and connect people with appropriate preventive services, and further support new and existing networks to bring about system improvements.
- Examine outcomes for children involved with Child and Family Services as a result of referrals originating from Hubs to better understand their needs and the services they are being connected to.
- Develop outcomes, measures, and targets for the provincial Community Connections program to ensure that community-based reintegration programs are effective in reducing recidivism rates of high-risk clients.
- Increase enrollment in the Healthy Families Initiative by families who require multiple government services and who may benefit from more coordinated service delivery provided by a single dedicated program worker.
- Develop an information-sharing management system for the Healthy Families Initiative that interfaces with providers and government.

Performance Measure

Hub clients connected to services

Of all clients accepted at the Hub table for services each month, the Ministry will encourage and support community Hub networks to achieve a rate of 70% of clients being connected to appropriate services through a participating lead agency. Hubs are networks which comprise frontline workers from human service agencies who provide immediate intervention and short-term solutions for at-risk individuals.

Strategy

Use targeted approaches to reduce high rates of violence across the province

Key Actions

- Implement components and principles of the Serious Violent Offender Response (SVOR) in the northeast communities of Pelican Narrows, Sandy Bay, and Deschambault Lake, and identify other key communities to be targeted for future SVOR program development and implementation.
- Provide intensive support and reintegration services for up to 45 high-risk youth and young adults in the communities of Sandy Bay, Pelican Narrows, and Deschambault Lake through the Northern Youth Violence Reduction Partnership.
- Incorporate specific domestic violence court approaches into traditional provincial courts.

- Identify an integrated and standardized domestic violence programming model that would be culturally responsive and effective in reducing domestic violence reoffending across the province.
- Build intelligence-led policing capacity to target highest crime priorities, including serious violence and potential homegrown violent extremism.

Performance Measures

Serious violent reoffending

A key target of the Ministry is for 30% of the total number of offenders who have engaged in SVOR programming to demonstrate reductions in violent reoffending by 2020 (since implementation of the program in 2012).

Offence frequency and severity over time among serious violent offenders

The Ministry will reduce the frequency and severity of offenses committed by offenders who have engaged in SVOR programming (i.e., as demonstrated through comparison of measures prior to, during, and after engagement in the program).

Government Goals

Sustaining growth and opportunities for Saskatchewan people | Meeting the challenges of growth | **Securing a better quality of life for all Saskatchewan people** | Delivering responsive and responsible government

Strategic priorities: Keep Saskatchewan strong by investing in people, support the Saskatchewan 10 Year Mental Health and Addictions Action Plan, promote client-centred services, and utilize enterprise approaches to renewal of government services.

Ministry Goal

Integrated Justice and Human Service System Responses

Strategy

Provide services and assistance to victims of crime and other individuals in vulnerable circumstances

Key Actions

- Implement the Saskatchewan Domestic Violence Death Review Process as part of the Saskatchewan response to interpersonal and domestic violence.
- Promote the use of the Child Protection Mediation Program in child protection incidents.
- Increase the amount of court-ordered maintenance collected on behalf of Saskatchewan children and families.
- Continue to assist victims in the restitution process with the collection of money owed them for court-ordered restitution.
- Continue to support police-based and domestic violence victim services programs to deliver effective services that meet the needs of their clients.

Performance Measures

Collection of Support Payments for Children and Families

The Ministry aims to increase dollars collected for those that are owed through court-ordered maintenance payments compared to 2016-17 baseline.

Collection of Restitution Payments

The Ministry aims to maintain a high percentage (above 70%) of dollars collected for victims owed money through court-ordered restitution.

Strategy

Lead an improved system-wide response for people with mental health needs and addictions who come into contact with police, courts, and corrections

Key Actions

- Increase support for integrated Police and Crisis Teams that respond to persons experiencing a mental health crisis.
- Promote therapeutic court approaches for those with mental health and addictions issues by incorporating therapeutic court practices into traditional provincial courts.
- Continue developing and implementing the Corrections Mental Health Strategy:
  - Work toward commencement of integrated rehabilitative and mental health services for offenders at the Saskatchewan Hospital—North Battleford.
  - Pilot and begin implementing the use of standardized screening tools and procedures for mental health and suicide risk for those in custody.
  - Continue to monitor reductions in recidivism for offenders who have completed the Dedicated Substance Abuse Treatment Unit Program at the Regina Provincial Correctional Centre.

Performance Measure

Screening of mental health and suicide risk in adult facilities

A key outcome for the Corrections Mental Health Strategy is to increase the adoption of standardized screening by correctional facilities for mental health and suicide risk.

Government Goals

Sustaining growth and opportunities for Saskatchewan people

Meeting the challenges of growth

Securing a better quality of life for all Saskatchewan people

Delivering responsive and responsible government

Strategic priorities: Promote fiscal responsibility and support transformational change.

Ministry Goal

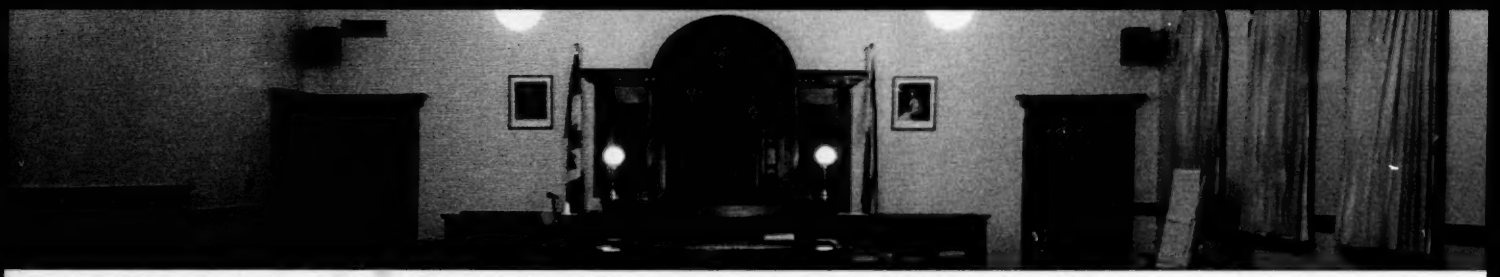
Accessible and Efficient Justice System

Strategy

Reduce demand for justice services through a coordinated justice response

Key Actions

- Develop a validated Remand Risk Assessment Tool to inform police in making decisions for efficient use of remand.
- Implement a plan of interventions to reduce the use of short-term remand, including short-term residential placements, early case resolution on weekends, and weekend case management for those who can be effectively managed in the community.
- Implement processes and practices to reduce time to trial and sentencing for accused individuals who are spending significant time on remand.



Performance Measure

Short-term remand

The Ministry is aiming to reduce the current average length of remand stay of 6.35 days in 2016-17 to 3.17 days by the year 2020. This reduction is expected to contribute toward reaching the overall target of a 50% reduction in the total remand population, or a 25% reduction in the total custody population by 2020.

Strategy

Provide accessible and timely resolution of civil, family, criminal, and administrative matters

Key Actions

- Review and revise Prosecutions' case management processes with an emphasis on earlier readiness for trial and the pursuit of resolution at the outset.
- Use early assessment and resolution processes to reduce time to case resolution in Meadow Lake Provincial Court.
- Develop capacity to facilitate online dispute resolution for clients of the Office of Residential Tenancies.

Performance Measure

Elapsed Time to Trial / Case Resolution

The Ministry will decrease time to trial / case resolution within adult criminal courts compared to the 2016-17 baseline (median elapsed time in days).

Strategy

Reduce barriers in the family law system for families going through separation and divorce

Key Actions

- Create two separate streams of family court processes, one that is simplified for the majority of litigants whose issues are straightforward, and another for the minority who have complex issues.
- Research the feasibility of a mandatory information and dispute resolution process for all parties involved in family law issues.
- Respond to high demand for the Family Matters - Assisting Families through Separation and Divorce program that provides families with early intervention and problem resolution options outside the traditional court system.

Performance Measure

Family Matters Services

The Ministry will, on receipt of an increased number of contacts from clients of the Family Matters – Assisting Families Through Separation and Divorce Program, increase the number of referrals made and three-hour information sessions provided compared to 2016-17 baselines.

Strategy

Make the justice system understandable, affordable, and timely

Key Actions

- Expand video-conferencing units to more locations and for more users within the court system.
- Implement legislative amendments and develop systems to support administrative processes for citizens requiring time to pay their provincial fines.
- Work with ministry partners to develop a Justice Access Centre pilot to provide justice services to citizens.
- Research an administrative tribunal support model to provide better support for tribunals and service for their users.

Performance Measure

Court Appearances by Video-Conferencing

The Ministry will continue to increase the percentage of court appearances by video-conferencing compared to 2016-17 baseline.

Strategy

Use data analytic approaches to optimize deployment of Ministry resources

Key Actions

- Develop a business intelligence and data analytics framework that will enable the Ministry to identify and analyze trends resulting in improved services and informed decision making.
- Develop targeted interventions based on Canadian Centre for Justice Statistics research to reduce the prevalence, frequency, and time to re-contact of the small number of offenders responsible for a disproportionately large amount of business for police, courts and corrections.
- Analyze Canadian Census data of the Provincial population to establish trends that inform targeted programming.
- Continue to apply business process analyses toward improved models for provision of court security, detention services within the courts, and offender transport.

Strategy

Adopt and maintain appropriate Information Technology infrastructure and tools to deliver Ministry programs and services

Key Actions

- Continue development of the Integrated Justice Information Management System to combine core information systems from Courts, Corrections, Maintenance Enforcement Office, Prosecutions, and Policing.
- Continue with the small systems development process that aligns within the Integrated Justice Information Management System framework.
- Continue to migrate data and reports from multiple systems across the Ministry to the centralized data warehouse.

Strategy

Address infrastructure needs of the Ministry to ensure delivery of quality programs and services

Key Actions

- Revitalize and enhance physical infrastructure to ensure safety and security of staff and offenders at correctional facilities.
- Review court fees across provincial jurisdictions to ensure alignment and effective use of resources in meeting needs across the province.
- Explore options to implement video-conferencing in the Office of Residential Tenancies hearing process.
- Continue kitchen upgrades at the Prince Albert Provincial Correctional Centre, and implementation of lifecycle replacement of food services equipment in other custody facilities.

Strategy

Support government institutions, local authorities, and communities

Key Actions

- Engage with community partners of the Office of Residential Tenancies to expand educational opportunities for landlords and tenants about common residential tenancy issues.
- Implement case management software for the Office of the Residential Tenancies.
- Continue responding to requests for assistance from government, local authorities and the public to help with understanding and compliance with access and privacy matters, and improve response times for access to information requests.
- Work with stakeholders to develop the regulations necessary to implement the Bills to amend *The Freedom of Information and Protection of Privacy Act* and *The Local Authority Freedom of Information and Protection of Privacy Act*.

Performance Measure

Processing time of applications for access to government information requests

The Ministry will provide support aimed to increase the percentage of access to information requests completed within legislated timelines (compared to 2016-17 baselines).

Highlights

The Ministry has received funding and resources in 2017-18 to address a number of items:

- To continue integration of and provide operational support for the Integrated Justice information technology systems;
- To implement policing and crime reduction initiatives, especially in the rural areas of the province;
- To reduce the use of short-term remand in the justice system;
- To enhance security features in the correctional facilities; and
- To continue the replacement of the kitchen at the Prince Albert Correctional Centre and kitchen equipment at other custody facilities.

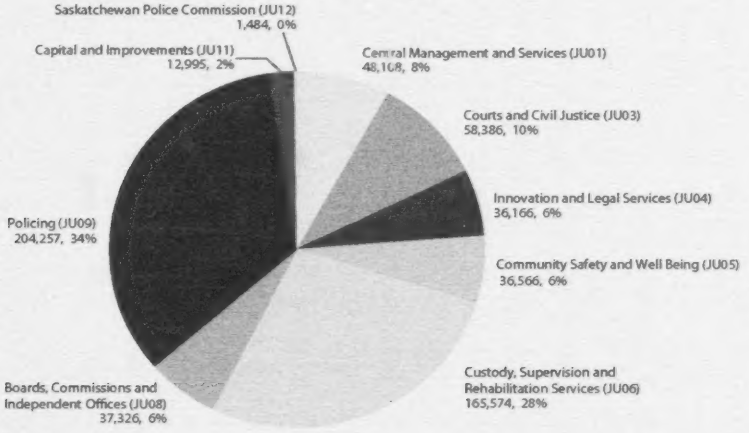
Financial Summary

2017-18 Estimates	(in thousands of dollars)
Central Management and Services (JU01)	48,108
Courts and Civil Justice (JU03)	58,386
Innovation and Legal Services (JU04)	36,166
Community Safety and Well-Being (JU05)	36,566
Custody, Supervision and Rehabilitation Services (JU06)	165,574
Boards, Commissions and Independent Offices (JU08)	37,326
Policing (JU09)	204,257
Capital and Improvements (JU11)	12,995
Saskatchewan Police Commission (JU12)	1,484
Total Appropriation	**600,862**
Capital Asset Acquisition	-12,995
Non-Appropriated Expense Adjustment	5,969
TOTAL EXPENSE	**593,836**

Ministry FTE	**2,894.5**
Victims' Fund FTE	**20.5**
Revolving Fund FTE	**13.0**

For more information, see the Budget Estimates at: http://www.saskatchewan.ca/budget

Ministry of Justice 2017-18 Appropriation



For More Information

Please visit the Ministry's website at http://www.saskatchewan.ca/government/government-structure/ministries/justice